

# A STUDY ON THE IMPACT OF TOTAL QUALITY HUMAN RESOURCE FACTORS ON COGNITIVE ENGAGEMENT IN RELIANCE JIO, CHENNAI

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## ABSTRACT

*The Reliance Jio is the quickest developed telecom company in India in recent times. There has been strong rivalry that has cut down tariffs as well as rearrangement of policies that has encouraged strong competition among various telecom companies. After the introduction of price cut by Jio, the industry is in a consolidation mode. Hence the employee turnover rate is higher, because of the dynamic changes happening in the industry. TQHRM factors and cognitive engagement are the latent variables of this study. Structured questionnaire was used to collect the data. All the data were analyzed applying appropriate statistical tools by using SPSS 24.0. In our study, we found that there was a significant influence of TQHRM practices (p-value less than 0.05) on cognitive engagement.*

**KEYWORDS:** Reliance Jio, TQHRM, Cognitive & Organizational Engagement

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## INTRODUCTION

Total quality is a holistic concept, and needs the inspiration of all the people of an organization to pursue customer satisfaction. (Yang, 2006). The capacity to recognize what is changing in the dynamic business environment by globalization and respond appropriately by taking the suitable strategy and management practices is a crucial component for business success. One of the important elements of the competitiveness is “quality” as the results of performance, which has a major role in the success of organizations (Madanat & Khasawneh, 2017). Thus, TQM has great impact on organizational success and many organizations have been applying quality management approach like TQM to stay competitive.

Telecommunication is recognized as the potent tool of development. It reduces the poverty through continuous empowerment. The measures or indicators of the efficiency of a firm can in turn be determined by its performance measurement. Telecommunications may also cause firms to be more productive and perform at lower cost. India has now attained the top position in the world for highest mobile data user. This sector has been a significant contributor to our country’s job growth and GDP. India managed to provide the citizens the cheapest telephony service. The entry of Reliance Jio had altered the face of Telecom industry by increasing the competition of mobile data among Telecom operators.

## COGNITIVE ENGAGEMENT

Cognitive engagement occurs when an individual mentally accepted the objectives and goals of the organization, resulting in a sense of belonging to contributing towards the organization. Today the needs of businesses to maximize the inputs of employees have also contributed to the interest in engagement. Business needs are determined by intense, often global, competition, which is increasing the need for employees to be emotionally and cognitively committed to their company, their customers and their work.

## TOTAL QUALITY HUMAN RESOURCE FACTORS

The factor which is the quintessence of total quality management, that doesn't recognize at the beginning, but realizes only in the scheduled phases as they frequently focus on the technical elements. Total quality is a holistic concept, and needs the inspiration of all the people of an organization to pursue customer satisfaction. (Yang, 2006). Kaur and Sharma (2014) argued that critical success factors (CSFs) of TQM can be established as "finest approaches" accepted in all important activities of every kind of the business. TQM CSFs are dependent on work attitude, working environment and leadership style, which control the implementation of TQM approach than the perspective of business. Therefore, it is important that companies should understand the organization environment and culture profiles (Cheng & Liu, 2007).

### Leadership

Good leadership will help the employees to have better involvement in the implementation process of TQM (Negri, 2003). Top management commitment to quality indicates to the participation of senior management in quality enhancement plan, tactics and work (Abdallah, 2013)

### Communication

Communication between human resources and the employee foundation is essential to maintain employee satisfaction and morale. When a diminutive or no statement between human resources and the workforce exists, it results in a decline in output and presentation because employees feel they are unrewarded and undervalued.

### Training

One of the major areas of concern for the telecom sector in India is the increase in attrition rate that is now around the 25%. Turnover intention of employee is often considered as an indicator of company performance. Therefore, talent recruitment, job engagement and turnover intention are key challenges in the telecom industries. Nowadays, employee engagement is a major force and highest priority for telecom corporations in India. Today, employers are trained to work in teams, ways to satisfy the customer, collect and analyze data and how to take initiatives for the growth and empowerment of the organization (Georg e1994). In the state of chaos, it's highly impossible for an employee being trained to develop one's potential capacity and ability (Deming 1986).

### Rewards and Recognition

The difference between recognition and reward is that; recognition is an action which is non-monetary while rewards are usually monetary (George 1994). Example of recognition includes the individual award, company reward, team award. Example of reward includes cash awards, bonus, and merchandise. Besterfield et al. (2003) described recognition is a way of motivating employees for his excellent contribution as an individual or team, which has brought out

the success of the organization. Based on improvement level, the reward is provided to employees. These rewards and recognition motivate the employees to work hard to improve their performance. The culture of the performance is nurtured wherein employees appreciate and learn to support each other's efforts.

### **Employee Participation**

There are many employee involvement schemes from informational mechanism for a full-blown democratic system where employees have greater power in decision making like managers. (Beardwel et al 2004:548). This helps the employee to visualize their job and company from a different perspective. To implement the TQM work effectively, empowered employee play a major role along with the support of senior management (Stoner 1995). Hunt (1993) accentuates that the organization should empower in developing the workforce and should train them effectively for better problem solving and decision making skills. Recently it's identified that work force participation, considerably influences the quality of the performance in an organization (Juran, 1989).

### **Team Work**

A team is basically a set of people who work together for a common purpose, professional goals and the approach they hold among themselves are mutually accountable (Reilly, 1999). The employees are basically placed in the boxes of an organization chart, wherein the lines of the boxes are considered as the solid boundaries (Reilly, 1999). The purpose of the cross-functional team is to solve problems across various departments in which the organization function (Andersen, 1999). The problem-solving team is a special variant framed to tackle the particular problems in the organization. This is a temporary team which consists of members from the domain affected by such problems (Andersen, 1999).

### **Customer Service Delivery**

To enhance organizational performance delivering better customer service is highly important. Good knowledge on customer requirements is necessary to serve the customers efficiently. Customer satisfaction survey is regularly carried out by Syngenta which assess packaging, delivery process, product usage and response to customer service. This helps to identify the opportunity and serve the customers in a better way (Fogli, 2006).

### **Continuous Improvement**

Continuous improvement is the key techniques for reaching the highest level of success by adopting long-term effort to improve the quality of process, services and product. Continuous improvement refers to both breakthrough improvements and incremental changes which may yield one of the following forms: improving services and products; decreasing defects and related cost, rising productivity and efficacy in the use of organization resources; and improving performance (Evans & Lindsay, 2011).

## **OBJECTIVES OF THE STUDY**

- To study the cognitive dimensions of employee engagement of Reliance Jio
- To measure the effectiveness of the identified factors of Total Quality Human Resource Management practices of the organization
- To analyze the impact of Total quality human resource management factors on the cognitive engagement
- To suggest measures to enhance the cognitive engagement through TQHRM practices

### Hypothesis of the Study to be Tested – Null Hypothesis

**H1:** There is no significant relationship between each TQHRM variable and cognitive engagement (for each TQHRM variable)

### MATERIALS METHODS

Target population for this research work is the employees of Reliance Jio in Chennai region. The overall sample size of this research work is 159. Sampling location is a locality/destination where the research is conducted. In this study, the location identified is Chennai. In this research, the respondents who are taking part in the survey are the employees of Reliance Jio in Chennai. In our research work random sampling is adopted to select the respondents because everyone among the employees will have equal opportunity to be selected. The dimensions of measuring the level of employee engagement include cognitive engagement.. Total quality human resource (TQHRM) practices include leadership, communication, training, continuous improvement, employee involvement and satisfaction, teamwork, performance management, recruitment and selection, reward and recognition, employee participation and customer service delivery. In general, mean, modes, medians, range, variance and standard deviation are statistics that commonly used in descriptive statistics. We used SPSS version 24.0 to calculate the Cronbach's alpha ( $\alpha$ ). Scale with Cronbach's alpha ( $\alpha$ ) is ranges between 0 (no consistency) to 1 (complete consistency). According to Zikmund, Babin, Carr, and Griffin (2010), the standard coefficient alpha ( $\alpha$ ) is quantified as below:

$\alpha = 0.80$  to  $0.95$  (considered as very good reliability)

$\alpha = 0.70$  to  $0.80$  (considered as good reliability)

$\alpha = 0.60$  to  $0.70$  (considered as fair reliability)

$\alpha = <0.60$  (consider as poor reliability)

We used Cronbach's alpha ( $\alpha$ ), which is most commonly used estimate of a multiple-element scale's reliability and it signifies the average of all possible split-half reliabilities for a multiple-item scale.

Inferential analysis was applied to test the hypotheses that we proposed in this study through Chi-Square test, Pearson Correlation Coefficient, One-Way ANOVA, Multiple Linear Regression. The Pearson correlation coefficient is applied to quantify and prove the association between each different independent variable and dependent variable.

### RESULTS AND DISCUSSIONS

**Table 1: Cognitive Dimensions of Employee Engagement of Reliance Jio**

	COGNITIVE DIMENSIONS			
	Performing My Job is So Absorbing, I Forget about Everything Else	I Often Think About Other Things when Performing My Job	I am Rarely Distracted When Performing My Job	Time Passes Quickly When I Perform My Job
	N (%)	N (%)	N (%)	N (%)
Strongly disagree	14 (8.8)	22 (13.8)	14 (8.8)	15 (9.4)
Disagree	10 (6.3)	47 (29.6)	13 (8.2)	7 (4.4)
Neither	18 (11.3)	32 (20.1)	20 (12.6)	22 (13.8)
Agree	77 (48.4)	38 (23.9)	71 (44.7)	64 (40.3)
Strongly Agree	40 (25.2)	20 (12.6)	41 (25.8)	51 (32.1)

Out of 159 employees of Reliance Jio company, 15.1% have disagreed with the statement “*Performing my job is so absorbing, I forget about everything else*” while only 73.6% of total employees have agreed to the statement “*Performing my job is so absorbing, I forget about everything else*”. Around 11% of total employees have neither agree or disagree with this statement. About 43.4% have disagreed with the statement “*I often think about other things when performing my job*”. Around 20% neither agree nor disagree and 36.5% employees of the Reliance Jio Company agreed with the statement. When the statement “*I am rarely distracted when performing my job*” is concerned, 17% of employees disagreed, 12.6% have neither agree nor disagree, and 70.5% agree with the statement Out of 159 Reliance Jio company employees, 13.8% have disagree with the statement “*Time passes quickly when I perform my job*” whereas 72.4% agree with it. Only, 13.8% employees neither agree nor disagree with the same.

**Table 2: Mean Cognitive Engagement of Reliance Jio**

Company		Performing my job is so absorbing, I forget about everything else	I often think about other things when performing my job	I am rarely distracted when performing my job	Time passes quickly when I perform my job	Overall
Reliance	Mean	3.75	2.92	3.70	3.81	3.54
	Std. Deviation	1.164	1.263	1.19	1.20	

Under cognitive engagement, the attribute ‘*Time passes quickly when I perform my job*’ has the highest mean value of 3.81 and the attribute ‘*I often think about other things when performing my job*’ had the lowest mean 2.65. Overall, mean cognitive engagement in Reliance Jio is 3.45. Therefore, the cognitive engagement is reasonably good in this study population.

**Table 3: The Cronbach’s Alpha for All Variables (Internal Consistency or Reliability Test)**

TQHRM Factors	Cronbach's Alpha	No. of items
Leadership	0.930	5
Communication	0.913	5
Training	0.876	5
Continuous Improvement	0.884	4
Employee Involvement & Satisfaction	0.910	4
Teamwork	0.905	5
Performance Management	0.831	4
Recruitment & Selection	0.888	3
Reward And Recognition	0.854	3
Employee Participation	0.904	5
Customer Service Delivery	0.844	4

Cronbach’s alpha test was performed to check the reliability of questions or items. The above tables display results of different TQHRM practices. The Cronbach’s alpha test was performed and it resulted is over 0.7 indicating internal consistency of the selected items.

**Table 4: Correlation between Cognitive Engagement and TQHRM Factors**

		C1	C2	C3	C4
Leadership	LD1	.654**	.554**	.510**	.567**
	LD2	.620**	.485**	.649**	.602**
	LD3	.732**	.463**	.587**	.610**
	LD4	.705**	.354**	.582**	.650**
	LD5	.549**	.448**	.477**	.437**

Table 4: Contd.,					
<b>Communication</b>	CM1	.510**	.411**	.385**	.484**
	CM2	.406**	.230**	.490**	.466**
	CM3	.604**	.488**	.509**	.530**
	CM4	.577**	.384**	.463**	.465**
	CM5	.555**	.430**	.452**	.488**
<b>Training</b>	TR1	.519**	.678**	.464**	.376**
	TR2	.545**	.386**	.563**	.583**
	TR3	.664**	.404**	.482**	.556**
	TR4	.390**	.613**	.396**	.237**
	TR5	.514**	.648**	.428**	.304**
<b>Continuous Improvement</b>	CI1	.503**	.344**	.487**	.532**
	CI2	.624**	.494**	.524**	.545**
	CI3	.548**	.510**	.535**	.446**
	CI4	.495**	.287**	.383**	.594**
<b>Employee Involvement &amp; Satisfaction</b>	EI1	.600**	.545**	.441**	.487**
	EI2	.603**	.413**	.624**	.497**
	EI3	.629**	.516**	.484**	.553**
	EI4	.590**	.527**	.459**	.476**
<b>Teamwork</b>	TW1	.527**	.557**	.363**	.474**
	TW2	.589**	.507**	.614**	.636**
	TW3	.596**	.545**	.606**	.519**
	TW4	.680**	.372**	.601**	.501**
	TW5	.652**	.473**	.550**	.459**
<b>Performance Management</b>	PM1	.456**	.214**	.333**	.414**
	PM2	.363**	.243**	.465**	.483**
	PM3	.574**	.459**	.503**	.544**
	PM4	.666**	.497**	.570**	.460**
<b>Recruitment &amp; Selection</b>	RM1	.644**	.464**	.584**	.494**
	RM2	.577**	.499**	.684**	.511**
	RM3	.546**	.325**	.570**	.591**
<b>Reward And Recognition</b>	RW1	.603**	.415**	.565**	.479**
	RW2	.537**	.562**	.557**	.519**
	RW3	.625**	.441**	.530**	.585**
<b>Employee Participation</b>	EP1	.647**	.439**	.569**	.526**
	EP2	.476**	.633**	.431**	.351**
	EP3	.615**	.356**	.651**	.553**
	EP4	.630**	.439**	.523**	.586**
	EP5	.576**	.365**	.450**	.513**
<b>Customer Service Delivery</b>	CS1	.441**	.308**	.398**	.319**
	CS2	.426**	.348**	.582**	.387**
	CS3	.594**	.535**	.537**	.519**
	CS4	.529**	.189*	.437**	.440**

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

There was a strong positive relationship between Leadership and Cognitive engagements. Highest correlation was observed between LD3 and C1 ( $r=0.732^{**}$ ). This means that leadership plays a significant role in cognitive engagements. Similarly, there was a strong positive correlation between other TQHMR factors and cognitive engagement (**Table 4**).

Table 5

ANOVA <sup>a</sup>							Status
Model		Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	233.022	47	4.958	8.918	.000 <sup>b</sup>	Null Hypothesis Rejected
	Residual	61.707	111	.556			
	Total	294.730	158				

a. Dependent Variable: O1

b. Predictors: (Constant), CS4, TR4, PM2, CS1, TW4, CI4, RM3, EP3, CM5, CI3, PM1, TR1, CS2, EI4, EP5, PM4, LD4, TW5, RW3, EP2, RM2, LD2, EP4, CM4, CM2, CS3, CI1, PM3, TW2, EP1, EI2, RM1, TW3, LD5, EI1, RW2, TR2, TR5, TR3, TW1, EI3, RW1, LD3, CM1, CI2, CM3, LD1

This study had tested the hypothesis which is TQHRM factors were significantly influence on dimensions of cognitive engagement.

## DISCUSSIONS

The Indian Telecommunications industries are the third biggest among the developing countries of Asia. The telecom industries have been one of the quickest developing sectors in the Indian economy from late decade. This has been seen because of strong rivalry that has cut down tariffs as well as rearrangement of policies that has encouraged strong competition among various telecom companies.

This will lead telecom sectors to focus on different TQHRM practices to increase different dimensions of employee engagement. Employee engagement is a assessable grade of an emotional attachment of employee's to their job. Employee engagement intensely influences their inclination towards learning and perform at workplace (Krishnan, 2012). The aim of the present study was to investigate different dimension of employee engagement and its association to tqhrm factors Also we investigated TQHRM practices and their relationship on the employee engagement. The present research involved an investigation on a sample of 159 employees Reliance Jio Company using questionnaires.

In this study, under cognitive engagement, the attribute '*Time passes quickly when I perform my job*' has the highest mean value of 3.81 and the attribute '*I often think about other things when performing my job*' had the lowest mean 2.65. Overall, mean cognitive engagement in Reliance Jio is 3.45. Therefore, the cognitive engagement is reasonably good in this study population. This study had tested a hypothesis which is TQHRM factors were significantly influence on dimensions of cognitive engagement.

## DISCUSSION

Throughout this study, we had developed and tested sequence of hypothetical models which can be applied to different organizations. These hypothetical tested models would empower the any organizations to accomplish sustainable growth and make the most of their human resources. The significant results of this exploration are: TQHRM practices significantly associated with cognitive engagement.

## Limitations and Directions for Future Research

Research findings can be one-sided and biased to a certain degree and the information would not be entirely reliable since data were gathered from employees not from client or higher authorities.

### IMPLICATION and Scope of Present Study

This present study had a prospective contribution to the TQHRM literature by exploring a better understanding of the effects of TQHRM practices, on the enhancement of employees' engagement. It brings to attention that the role of TQHRM practices on employee engagement, which will increase organizational performance

The critical factors that synergize employee's performance with organizational brilliance that leads to sustainable and effective implementation of the TQHRM practices. It was observed that positive perception of employees towards TQHRM practices will promote higher employee engagement. A study can be carried out to identify the impact if the dimensions of engagement and turnover intention

### CONCLUSIONS

TQHRM practices which are considered to be the alternate to HRM practices, has a strong positive influence on the cognitive engagement levels of the employees. The study suggests the organizations to incorporate the concepts of TQHRM practices with the traditional practises to enhance the performance

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